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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Summary of Recommendation for the Consolidation of Micrographics

FROM: Executive Officer/DDA		EXTENSION		NO. DD/A 77 <del>5810</del> 5810
				DATE 1 Nov 77
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS
		RECEIVED	FORWARDED	
1. C/ISAS			11/4	
2. STAT				<p>Jack Blake's note is self-explanatory. Would you pls get together with [ ] and determine what sort of graphics would be needed for the EAG meeting. Let me know how much time it would take for the preparation. I don't think there is any real pressure in terms of time.</p> <p>I am not sure there is much Jim Taylor and Mike Malanick can talk about before knowing when you would be prepared with your boards for the presentation to the EAG.</p> <p>[ ]</p> <p>1 To 3 - LOOKS LIKE WE ARE ON THE WAY! LETS DISCUSS WHAT IS REQUIRED NOW-</p> <p>[ ]</p> <p>STAT</p>
3. C/MPB	STAT			
4. STAT				
5. STAT				
6. STAT				
7. STAT				
8. STAT				
9. STAT				
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13. STAT				
14. STAT				
15. STAT				

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ROUTING AND RECORD SHEET				
SUBJECT: (Optional) Summary of Recommendation for the Consolidation of Micrographics			DD/A Registry 77-5486	
FROM: Chief, P&PD/OL      Chief, ISAS		EXTENSION	NO. OL 7 4495	
			DATE	
TO: (Officer designation, room number, and building)	DATE RECEIVED      FORWARDED		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Logistics		10/6		Approval
2. EDO/DDA		10/7		
3. Acting Deputy Director for Administration 7D24 Headquarters		11 OCT 1977		
4. ADDCI				<div>Executive Registry 77-9847</div> 3-4 <i>Jack:</i> <i>I would like to see this matter brought up to the EAG &amp; let them convene an agency wide Task Force to look at this &amp; see where we go from there -</i> <div>Michael J. Malanick Acting DDA 11 OCT 1977</div> OCT 13 4 35 PM '77 EB
5. Director of Logistics		STAT		
6.				
7.		STAT		
8.				
9.		STAT		
10.				
11.		STAT		
12.				
13.		OCT 13 10 24 AM '77		
14.				
15.				

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Executive Registry

77-9847/1

DD/A Registry

77-5810

29 October 1977

NOTE FOR: Acting Deputy Director for Administration

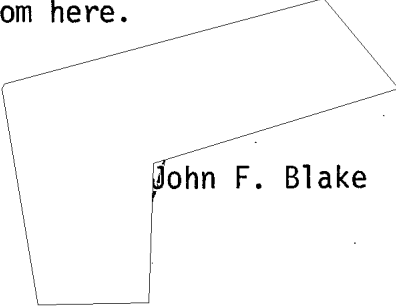
FROM: John F. Blake  
Acting Deputy Director of  
Central Intelligence

Mike:

1. I like both the report, the approach, and the recommendation.  
May I suggest as follows.

2. Get together with Jim Taylor and have prepared and scheduled a presentation to EAG. That presentation should include some briefing boards to show the facts. Additionally, the papers should be distributed prior to the meeting in sufficient time to give people an opportunity to read and assimilate them.

3. I am dropping a copy of this memorandum to Jim Taylor and I leave it to you two to take over from here.

  
John F. Blake

STAT

Att:

Memo dtd 16 Aug 77 to ADDA  
via D/Log fr C/P&PD/OL and  
C/ISAS, subj: Summary of  
Recommendation for the  
Consolidation of Micrographics

Distribution:

~~Orig~~ - Acting DDA  
1 - Compt  
1 - ADDCI  
1 - ER

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77-5486

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16 AUG 1977

MEMORANDUM FOR: Acting Deputy Director for Administration

VIA: Director of Logistics

FROM:

[REDACTED]  
Chief, Printing and Photography Division, OL

STAT

[REDACTED]  
Chief, Information Systems Analysis Staff

STAT

SUBJECT: Summary of Recommendation for the Consolidation  
of Micrographics

REFERENCE: Office of Logistics Objectives OL-A-14-77

1. (U/AIUO) Action Requested: This memorandum contains a recommendation in paragraph four for the consolidation in Printing and Photography Division (P&PD) of various micrographics functions throughout the Agency.

2. (U/AIUO) Background:

a. The Agency micrographics activities at the present time consists of 108 people, occupying over 15,000 square feet of floor space, and utilizing over 3.7 million dollars worth of production equipment. These activities are scattered among six different components and are located in five buildings.

b. The consolidation of these activities would permit significant savings in manpower, space, equipment, and operating costs.

3. (U/AIUO) Staff Position: The recommendation contained herein is based on the attached intensive study by staff members of Information Systems Analysis Staff (ISAS) and P&PD. It has not been coordinated with the other Directorates, nor do they have knowledge of the findings and recommendation. Components affected are the DDO [REDACTED] DDI/OCR, DD/S&T/NPIC, DD/S&T/OD&E, DDA/OS and DDA/OF.

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OL 7-4495

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SUBJECT: Summary of Recommendation for the Consolidation  
of Micrographics

4. (U/AIUO) <sup>1</sup>Recommendation: "The management of all Agency micrographics activities with the exception of the Agency Micrographics Officer in ISAS, should be consolidated in the Office of Logistics, P&PD. The findings of the joint ISAS and P&PD study show this consolidation will permit a savings of 21 staff positions, make available for other use 5,416 square feet of floor space, eliminate 68 pieces of production equipment and reduce annual operating costs by some \$383,406. (Equipment \$11,260; supplies \$14,727; space \$51,521; personal services \$305,000.) Equipment costs include rental and maintenance which would be eliminated. It does not include future new and replacement equipment."

att

APPROVED:

Acting Deputy Director for Administration

STAT

DISAPPROVED:

Acting Deputy Director for Administration

DATE: \_\_\_\_\_

Distribution:

- Orig - Return to OL
- 2 - DDA, w/att.
- 1 - C/ISAS, w/att

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30 SEP 1977

## CONSOLIDATION OF AGENCY MICROGRAPHICS ACTIVITIES

I. PROBLEM: To examine the feasibility of consolidating Agency-wide micrographics activities in the Printing and Photography Division (P&PD), and to make recommendations relative to this consolidation.

II. ASSUMPTIONS:

1. A consolidated micrographics operation should be able to provide the same level of service to Agency micrographics users that is presently available.

2. Consolidation should permit the production of a more consistent, higher quality micrographics product.

III. FACTS BEARING ON THE PROBLEM:

1. The proposed micrographics consolidation affects eight Agency components located in six different buildings. These components are: DDA/OF, DDA/OS, DDA/P&PD, DDO/ [redacted] DD/S&T/NPIC, DD/S&T/OD&E, DDI/OCR, and DDA/ISAS/MPB. The six buildings involved are: Headquarters, Printing and Photography, [redacted] Ames, Key and [redacted]

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2. A final determination has not been made in response to the ADSTAR Request for Proposal (RFP). This will have a definite bearing on the recommended micrographics consolidation effort.

3. Because of the sensitive jurisdictional nature of the problem, discussions relative to consolidation have not been held with components other than P&PD and the Information System Analysis Staff (ISAS).

IV. DISCUSSION:

1. The Agency has had the reputation of being a forerunner in Government in the use of micrographics. Over the past 20 years many components developed information storage and retrieval systems using microforms, and have installed micrographics production units to support these systems. In 1973 the Microfilm Programs Branch (MPB) was formed as a part of the Agency's Records Management Program and an Agency Micrographics Officer was appointed whose mission was to increase the use of micrographics technology and to coordinate the Agency's micrographics activities. At

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the present time the Agency has a substantial central micrographics facility located in P&PD. In addition to working closely with MPB in implementing micrographics systems throughout the Agency, the Division provides technical assistance in the microphotography field as well as providing a facility to produce the various types of microforms needed for these different micrographics systems.

2. The use of micrographics has grown substantially over the past 5 years due to the efforts of MPB, P&PD, and other production units in DDI, DDO, and DD/S&T. At the end of calendar year 1976 there were 108 staff positions, 15,128 square feet of floor space (including 2,000 square feet for DDO's Walnut Retrieval System), and an investment in equipment of \$3.7 million used to generate 18,916,000 original microfilm images throughout the Agency.

3. Prior to 1967, individual components established their own production facilities. P&PD's facility was located in [ ] and did not have the capability to handle all of the workload. Additionally, components also established their own production facilities because of compartmentation; however, while the need for security still exists, many of the barriers have been lowered and the central facility in P&PD is now producing microforms of all classifications and degrees of sensitivity. The P&PD operation was moved to the headquarters compound in 1967 and has the capability to respond to a majority of the micrographics needs of the Agency. Because of limited manpower, an overabundance of certain types of equipment, and fragmented facilities, much of the micrographics equipment in the Agency is underutilized, i.e. the majority of the equipment is in operation only 8 hours a day as opposed to potentially 16 - 24 hours. This conclusion is supported by equipment capability data, production statistics, and staffing complement information provided by the various production components.

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4. Agency resources used in the production of micrographics continues to grow each year, and available evidence indicates that this trend will continue for the foreseeable future. Over the past 2 years micrographics production positions, (exclusive of systems and maintenance) increased from 93 to 97; salaries increased from \$1,062,018 to \$1,200,000; and micrographics equipment inventory value increased from \$3,412,562 to \$3,749,100. The only resource that has not shown an increase is space, which has remained almost constant for this period.

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5. Sophisticated new information storage and retrieval systems; i.e., Project ADSTAR, that in all probability will incorporate micrographics technology are being investigated by the DDO and DDI. In implementing these systems each directorate can either add new equipment that will be required to supplement or replace existing production facilities, or, from a more cost effective basis, request that the P&PD facility be expanded to handle all new requirements. Not only will the latter save space, money, and manpower, but it will also permit other Agency components to take advantage of the investment in new technology and/or equipment developed to support these new systems. Micrographics systems are becoming more complex, more closely integrated with other technologies and more expensive; thus consolidation of production facilities becomes more feasible as a management alternative.

6. The possible microform production requirements of Project ADSTAR were considered in making recommendations contained in paragraph VI of this paper, with the initial microform production of that system to be accomplished with the personnel and space listed in attachments 1 and 3. If ADSTAR and SAFE grow, as projected, additional personnel and space may become necessary in the long range (5 - 7 years).

7. MPB's potential role in a centralized micrographics facility was examined closely, and after serious thought and discussion it was agreed that if the proposed consolidation took place there was still a need for MPB, but with a realignment of functions as outlined in attachment 6. This proposed structure would provide a clear division of responsibilities **as well as better service** to the entire Agency; however, this proposed realignment can only be effective with consolidated production facilities. To restrict the consolidation effort to merely P&PD and MPB would require an entirely new approach to the problem and would have to be addressed in a separate study.

8. Recommendations and projected savings cited in this proposal are based on information gathered by ISAS/MPB from the various Agency components involved in micrographics activities. These conclusions and recommendations have not been discussed with any component other than P&PD and MPB. Actual savings from resulting consolidation of micrographics management and production may be more or less than estimated depending on the degree of acceptance by other components and the volume of microforms produced. There is a potential for substantial savings not only in the centralization plan proposed, but also in the future as the Agency develops new and more sophisticated information and retrieval systems that involve the use of micrographics.

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V. CONCLUSIONS:

1. Agency micrographics production produced in a centrally managed facility can be met by fewer people, at a lower cost, using less equipment and requiring much less space. A centrally managed operation would not only prove more efficient, but could provide more uniformity and a consistently higher quality product. Most of the consolidated facilities would be located in the P&P Building with a small P&PD operation located in the Headquarters Building to take care of quick turnaround, high priority requests. Two satellite facilities would remain in their present locations in the Office of Security and Office of Finance. Resources in the satellite and Headquarters facilities should be managed by P&PD. The majority of work would be done in the main P&P Building which would operate on a three shift, five day week schedule. As with any consolidation, job priorities could be a problem, but working two or three shifts, if necessary, in central facilities versus one shift in the present dispersed facilities should minimize problems in this area. Substantial savings gained by consolidation, the ability to produce uniform Agency products, and offering users a one stop facility for micrographics will more than offset the disadvantages cited.

2. Through consolidation of the Agency's micrographics functions, 21 positions could be eliminated. Under the proposed organization, seven existing management positions would no longer be required since operations would be under a single component manager. With the reduction of equipment required, there would be a requirement for a single maintenance position rather than the three presently utilized. Five of the production positions would be eliminated through the use of batch film processing and duplicating, improved scheduling, and maximization of production capabilities. Four fewer clerical positions would be necessary to support the centralized organization. The amount of systems work, and management and coordination required is difficult to project until after the facilities have been combined, nevertheless, it is a safe assumption that the three positions shown for systems analysts in the DDI and DDO on attachment 1 could be eliminated through the consolidation of those production functions within P&PD. There would be a need for the P&PD Systems Staff to acquire two additional positions for micrographics systems analysts; however, with the realignment of areas of responsibilities between ISAS and P&PD, (see attachment 6), these two positions could be transferred from ISAS/MPB. This would place three professionals on the P&PD Systems Staff to

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work on micrographics related activities. They would also be responsible for working with the Agency Records Management Officers in designing and implementing micrographics alternatives for information storage and retrieval. Further, they would have the assistance of five other existing staff members in P&PD who work in related areas of printing, photography, copier management, and computers. When necessary, technical assistance would be available from the trained production personnel in the P&PD Photography Branch. Since the clerical position from ISAS/MPB would continue to be necessary to support the Agency Micrographics Officer and the Agency Word Processing Coordinator (also in ISAS/MPB, attachment 1, chart b), a clerical position from the production consolidation would be needed to support the P&PD micrographics systems analysts.

3. Sixty-eight pieces of equipment could be eliminated through maximizing the production capabilities of existing equipment, and through better utilization i.e., 24 hours per day versus the present 8 hours a day. Elimination of equipment will save money in maintenance and replacement costs and will save floor space in the Headquarters and outlying buildings. Better utilization of equipment and batch processing of work will reduce micrographics equipment requirements (see attachment 2).

4. Consolidation of the Agency's micrographics activities would save 5,416 square feet of floor space in the various components involved. An additional 250 square feet of space will be necessary in the P&P Building for micrographics systems support. The Agency currently occupies 13,128 square feet of space (plus 2,000 square feet for DDO's Walnut Retrieval Unit) dedicated to micrographics production and support. With consolidation, only 7,962 square feet will be needed (see attachment 3). Additionally, it is estimated that consolidation can reduce micrographics supply costs by \$14,727.48 per year (see attachment 4).

5. Total annual savings through consolidation are estimated to exceed \$383,000, the largest portion of which would be personnel salaries (see attachment 5). These substantial savings can be realized with no degradation in service to users.

#### VI. ACTION RECOMMENDED:

1. Consolidate the management of all Agency micrographics production in the Office of Logistics, Printing and Photography Division.

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2. Transfer the slots and individuals to OL/P&PD (see attachment 1) which have been identified as essential for meeting service demands in a centralized facility.

3. Make available the space identified in attachment 3 as being excess to the needs of the consolidated facilities.

4. Take the steps necessary to identify specific pieces of equipment which would be surplus in the consolidated program and proceed in declaring this equipment excess.

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EQUIPMENT SAVINGS

<u>Equipment Items</u>	<u>Decentralized</u>	<u>Centralized</u>
1. Planetary Cameras	32	10
2. Rotary Cameras	9	3
3. Rotoline Cameras	3	3
4. Microfiche Cameras (source doc.)	12	5
5. Documate II	1	2
6. Special Formats	6	4
7. COM Recorders	3	3
8. 16/35mm Film Processors	5	2
9. 105mm Processors	4	2
10. 16/35mm Diazo Duplicators	2	1
11. 105mm Diazo Duplicators	11	8
12. 16/35mm Vesicular Duplicators	2	1
13. 105mm Vesicular Duplicators	1	1
14. 16/35mm Silver Duplicators	2	0
15. 16/35/105mm Silver Duplicators	2	2
16. 105mm Silver Duplicator (sheet)	1	1
17. Aperature Card Duplicators	8	8
18. Denisitometers	8	2
19. Microfiche Cutters	8	3
20. 16mm Jacket Stuffers	8	5
21. 35mm Jacket Stuffers	1	1
22. Aperature Card Mounters	3	3
23. Cartridge Loaders	7	3
24. Film Dryers	2	2
25. Microscopes	<u>4</u>	<u>2</u>
Total Pieces of Equipment	145	77

The number of major pieces of production equipment would be cut in half, saving floor space, maintenance cost, and rental costs on various machines. Total cost savings of turning equipment in is not nearly as great as personnel and floor space savings for equipment. Because most of this equipment is purchased, the dollar savings would be in maintenance and some rental costs, plus future costs for replacement and new equipment, which could be highly significant.

Yearly Savings

1. Rental Costs	\$5,460.00
2. Maintenance	<u>5,800.00</u>

Total      \$11,260.00

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## REALIGNMENT OF AREAS OF RESPONSIBILITY

Micrographics Portion of the P&PD Systems Staff

- ✓ 1. Design and implement micrographics systems and applications that have been approved by the directorate Records Management Officer, ~~and the Agency Micrographics Officer.~~
2. Keep abreast of current technologies in order to recommend any changes in production equipment in the central facility. This information will also be necessary in order to approve and recommend user related equipment.
- ✓ 3. Keep an up-to-date inventory on Agency micrographics equipment and applications.
4. The current ISAS micrographics equipment display would be eliminated. This function would be replaced by the Systems Staff working with vendors to bring in user equipment for testing at no cost to the Agency. This would save approximately 500 square feet of floor space. The equipment now in the display could be placed in users offices when possible. The equipment left over would either be turned in or placed in P&PD's warehouse space for temporary storage.
5. Review all requests for equipment purchase and turn-in and make recommendations that would be in the best interest of the Agency in the areas of cost savings and usability of the products.
6. Perform continuing review of all existing applications to assure that they are still being produced by the most cost effective method.
7. Participate in the user training on micrographics that would be provided as part of the records management training.
- ✓ 8. Arrange technical training when required by the central production facility.
9. Represent the central production facility on an intra-Agency users group.
10. Participate with the Agency Micrographics Officer in establishing, coordinating and publishing standards, guides, and handbooks as they pertain to the production of micrographics.

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11. Represent the Agency on external committees, groups, and task forces concerned with the production of micrographics.

Agency Micrographics Officer

1. Conduct the staff work required by the Agency Records Management Officer in carrying out an Agencywide micrographics program.

2. Agencywide coordination on micrographics related subjects.

3. Continuing review of the Agency's records and records handling procedures to identify micrographics applications.

4. Review of all new or proposed applications to assure conformity with the federal code and Agency records management practices.

5. Represent the Agency on external committees, groups, and task forces concerned with micrographics.

6. Coordinate user training as part of the overall Records Management Training Program.

7. Perform a continuing review of all existing applications to assure that they are cost effective and that the original benefits are being realized.

8. Chair an intra-Agency users group that would include representatives from the central facility.

9. Continue to promote the use of micrographics as part of the Agency's Records Management Program to save space, time, and money and to make needed information more accessible to the user.

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